



# Discovery<sup>®</sup>

Personal Profile

Pietro COnsavari

9 December 2022

Foundation Chapter  
Management Chapter

## Personal Details

Pietro COnsavari

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## Introduction

This Insights Discovery profile is based on Pietro COnsavari's responses to the Insights Preference Evaluator which was completed on 9 December 2022.

The origins of personality theory can be traced back to the fifth century BC, when Hippocrates identified four distinct energies exhibited by different people. The Insights System is built around the model of personality first identified by the Swiss psychologist Carl Gustav Jung. This model was published in his 1921 work "Psychological Types" and developed in subsequent writings. Jung's work on personality and preferences has since been adopted as the seminal work in understanding personality and has been the subject of study for thousands of researchers to the present day.

Using Jung's typology, this Insights Discovery profile offers a framework for self-understanding and development. Research suggests that a good understanding of self, both strengths and weaknesses, enables individuals to develop effective strategies for interaction and can help them to better respond to the demands of their environment.

Generated from several hundred thousand permutations of statements, this profile is unique. It reports statements which your Evaluator responses indicate may apply to you. Modify or delete any statement which does not apply, but only after checking with colleagues or friends to identify whether the statement may be a "blind spot" for you.

Use this profile pro-actively. That is, identify the key areas in which you can develop and take action. Share the important aspects with friends and colleagues. Ask for feedback from them on areas which seem particularly relevant for you and develop an action plan for growth personally and interpersonally.

## Overview

These statements provide a broad understanding of Pietro's work style. Use this section to gain a better understanding of his approaches to his activities, relationships and decisions.

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### Personal Style

Pietro strives to make things better rather than simply accepting them as they are. He needs work that makes use of his strongly creative drive. His weaker points may include poor listening and lack of attention to detail. He may in reality be less competent at a specific task than his confident style indicates. Pietro's interest, enthusiasm and energy levels are high. He will dismiss negatives, being eager to accomplish the task.

Driven to achieve competence in all he does, Pietro can spot the flaws that may exist in most situations and quickly see how to improve them. Fatigue and pressure from over-commitment may trigger stressful reactions in him. Often his enthusiasm and drive makes him overwork. He has an urge for lifelong learning and may shake off a temporary malaise by finding projects that fascinate him. He possesses a natural gift for presentation. In the event of unexpected or unanticipated failure, he may seek to turn it into something positive. He dislikes failure deeply. Pietro enjoys work that involves moving projects forward.

Exhibiting boundless energy and the ability to perform a number of roles simultaneously, Pietro can develop a level of result expectation that others may find daunting. Tasks that involve practical day-to-day maintenance tend to frustrate him. He focuses attention on achieving success and acquiring status symbols as evidence of that success. Pietro is outgoing and direct, but as a participant, he can, if he is not careful, take control of the process. Gifted with clarity of thought and articulation, Pietro is an excellent communicator and presenter.

Pietro is seen by others as pragmatic, dependable and able to get things done. He tends to see the environment as welcoming, challenging and exhilarating, and if it is not, he tries to create that atmosphere. He focuses on truth, accuracy and productivity, but this can be seen by others as a rather one-sided commitment to his work. He prefers a “big-picture” orientation supported by reason and logic. His easy-going exterior may mask a rather more compulsive interior.

Pietro tends to know intuitively what structure and organisation is necessary to achieve long-range goals. Once a desired objective is fixed in his mind, he moves into action without procrastinating. He has a strong ego and achieving significance in life is important to him. He is at his best when planning ahead and launching those plans into action. He prefers to be direct, results oriented and thorough, whilst not always taking time to give real consideration to others.

## Interacting with Others

Pietro can turn his talents to many jobs, but finds more satisfaction from work that allows him to use his creativity and interpersonal skills. He relates to colleagues who appreciate his outgoing, talkative, matter of fact manner. Routine practical work does not interest him for long, because he needs variety and freedom from controls in order to sustain his interest. He needs to make a special effort to remain open to the ideas and views of others, and avoid shutting other people down. He may frequently rebel against the rules and in so doing will strongly resist attempts by others to regulate his behaviour. Pietro is alert to changing situations and will act quickly to get results, giving direction or instructions to others as he thinks is necessary.

Seen by most people as outgoing, flexible and fearless, Pietro can rise to meet any challenge. Bringing enthusiasm and energy to most activities, he can turn a dull managerial task into a game by using his persuasiveness and creativity to maintain the interest and commitment of others. He wishes to be valued for himself. He may sometimes present himself as an “expert”, fully knowledgeable on a subject and eager to educate others about it. This can sometimes prove embarrassing when challenged by a more qualified expert. Very much a positive team player, he enjoys the support of most people, although he may become too optimistic about what others will produce and is let down occasionally as a consequence.

Although Pietro may protest about the pressure of attending family events, it would seldom occur to him not to be present, as these occasions are important to him. He likes to lead rather than manage, is normally fair but demanding and will not always be willing to accept change without first knowing why. His communication style is honest, direct and to the point and he prefers others to be similarly candid with him. He may appear not to be overly concerned with the needs of others. He strives energetically to ensure the well-being and happiness of his loved ones, operating from a strong position of protectionism.

## Decision Making

Pietro is self-reliant and is not frightened to take “the path of maximum resistance” in his efforts to produce the best results. His effectiveness depends on how much personal fulfilment he receives from the current task. Pietro enjoys making decisions. He likes to be in control of things and values efficient and effective decision making. He is prepared to make high risk decisions. He is a good, practical judge of character, and tends to use intuition where both people and decisions are concerned.

Pietro finds problems stimulating and is ingenious in tackling complex situations. He is driven to think up many alternatives for a project or system due to his ability to constantly see the big picture. He enjoys the executive role and usually rises to challenges although he needs someone around with enough common sense to bring up overlooked facts and take care of important details. He may occasionally see himself as being physically larger than life, especially during confrontation. He is frank and decisive and doesn't hesitate to let others know where he stands. He enjoys deciding what ought to be done and can give the necessary instructions to ensure that it is done. He is usually comfortable making conclusive judgements about others.

Internally motivated to achieve, Pietro is a hard worker, who whilst being prepared to listen to, and be aware of others, will invariably go it alone if all else fails. In decision-making he may prefer to apologise for exceeding his authority rather than getting permission in the first place. He is a good

problem solver because he can absorb necessary factual information and find logical and sensible solutions quickly. If something does not seem rational, he runs the risk of dismissing it out of hand, even if it is a critical issue. He will tend to be concerned with the effect that the decision making process, and its result, will have on others.

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## Personal Notes

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## Key Strengths & Weaknesses

### Strengths

This section identifies the key strengths which Pietro brings to the organisation. Pietro has abilities, skills and attributes in other areas, but the statements below are likely to be some of the fundamental gifts he has to offer.

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#### Pietro's key strengths:

- Competitive and wants to win at all costs.
  - Enthusiastic leader - drives for results.
  - Excellent communication and presentation skills.
  - High ego strengths.
  - A strong work ethic.
  - Self disciplined, confident and convincing.
  - Resourceful.
  - Brave, daring and bold.
  - Outgoing and direct.
  - Takes advantage of opportunities.
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### Personal Notes



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## Key Strengths & Weaknesses

### Possible Weaknesses

Jung said “wisdom accepts that all things have two sides”. It has also been said that a weakness is simply an overused strength. Pietro's responses to the Evaluator have suggested these areas as possible weaknesses.

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#### Pietro's possible weaknesses:

- Takes on too much responsibility.
  - Sometimes lacks a sense of humour.
  - Becomes defensive or dictatorial if challenged.
  - May not actively listen to (or hear) others' points of view.
  - Avoids showing his true feelings.
  - Impatient with others he sees as having lower standards.
  - Can become obsessive about achieving a result.
  - His confidence can sometimes be interpreted as arrogance.
  - Vocally judgmental and critical.
  - Tends to be perceived as arrogant in stressful situations.
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#### Personal Notes

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## Value to the Team

Each person brings a unique set of gifts, attributes and expectations to the environment in which they operate. Add to this list any other experiences, skills or other attributes which Pietro brings, and make the most important items on the list available to other team members.

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### As a team member, Pietro:

- Becomes a pillar of strength for other colleagues.
  - Can focus equally upon “task” and “process”.
  - Thinks “outside the box” with a pioneering spirit.
  - Likes being in the thick of the action.
  - Provides creative input.
  - Breaks down barriers to completion.
  - Is a forthright advocate for the team.
  - Has a “can do” attitude.
  - Responds well to immediate challenges.
  - Has foresight and farsight.
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### Personal Notes

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## Communication

### Effective Communications

Communication can only be effective if it is received and understood by the recipient. For each person certain communication strategies are more effective than others. This section identifies some of the key strategies which will lead to effective communication with Pietro. Identify the most important statements and make them available to colleagues.

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#### Strategies for communicating with Pietro:

- Respect his values and ambition.
  - Leave personalities out of the discussion.
  - Do not obstruct opportunities for his development.
  - Use powerful and emotive adjectives.
  - Be ready to leave quickly.
  - Keep the conversation lively.
  - Talk about him and areas he finds stimulating.
  - Let him decide on the way forward.
  - Keep it brief and to the point.
  - Keep up with his pace.
  - Be alert and quick on your feet.
  - Point out the consequences, with care.
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#### Personal Notes

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## Communication

### Barriers to Effective Communication

Certain strategies will be less effective when communicating with Pietro. Some of the things to be avoided are listed below. This information can be used to develop powerful, effective and mutually acceptable communication strategies.

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#### When communicating with Pietro, DO NOT:

- Be vague or leave things open to interpretation.
  - Show less than full commitment to his project.
  - Tell him what to do or how to do it.
  - Use “what if” or “buts”.
  - Wait for praise or recognition.
  - Ignore or disregard his views.
  - “Steal his thunder”.
  - Talk with him using a low-key voice tone.
  - Let him dominate the conversation.
  - Say “that will never work”.
  - Challenge his values or principles.
  - Come unprepared and disorganised.
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#### Personal Notes

## Possible Blind Spots

Our perceptions of self may be different to the perceptions others have of us. We project who we are onto the outside world through our “persona” and are not always aware of the effect our less conscious behaviours have on others. These less conscious behaviours are termed “Blind Spots”. Highlight the important statements in this section of which you are unaware and test them for validity by asking for feedback from friends or colleagues.

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### Pietro's possible Blind Spots:

Pietro's reluctance to see one thing through stems in part from a concern that in so doing he may be missing other, more appealing opportunities. Under pressure, he acts in a domineering way, but he needs to consciously stop and listen to others before charging ahead with his own idea. Endowed with the gift of articulation, he is likely to feel that he is competent in most areas.

Occasionally Pietro may miss opportunities through a lack of awareness of the need to conclude the planning detail. He may appear aggressive and too strong willed at times. He has a short fuse and when pushed may become loud, rigid and domineering, bringing a high level of stress to the team or his peers. Very much a “head” person, he has little real appreciation of just how much some of his decisions may offend some people. He may exert pressure on others to do the “right thing” from a moral standpoint - but the “right thing” comes from his perception.

When he makes the effort to adopt a more accepting approach to life and his dealings with others, Pietro will achieve greater acceptance of his innovations. Pietro needs to try to become more aware of the talents, efforts and contributions of others and to more regularly offer compliments and praise for good performance. He sometimes has difficulty in absorbing other peoples' points of view. Prone to anger, he has a strong, active conscience and may become upset if others simply do not follow his lead. If he was more humble and modest he would recognise that he does have certain limitations.

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### Personal Notes

## Opposite Type

The description in this section is based on Pietro's opposite type on the Insights Wheel. Often, we have most difficulty understanding and interacting with those whose preferences are different to our own. Recognising these characteristics can help in developing strategies for personal growth and enhanced interpersonal effectiveness.

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### Recognising your Opposite Type:

Pietro's opposite Insights type is the Supporter, Jung's "Introverted Feeling" type.

Supporters are affable, amiable, steady, loyal individuals who get on well with others. They build a close relationship with a small group of associates in the work environment. Pietro will see the Supporter's efforts being directed at retaining the familiar and predictable. Supporters look for constant appreciation from others and may be slow to adapt to change. They will often go the "extra mile" to help someone they consider as a friend.

Pietro may suspect the Supporter requires assistance in eliminating the old and embracing the new. Supporters are cautious, conventional, diplomatic and sincere and may avoid decision making until many of the facts and details are available to them. The Supporter is intent on maintaining a low profile. In order to perform well, the Supporter needs specific and detailed instructions before starting a job.

Pietro will experience frustration when the Supporter, if challenged, becomes stubborn and defiant. Supporters are easy going and low key people and like to feel needed and significant in other peoples' lives. Even if a mistake has been made by someone else the Supporter may spend a lot of time sympathising and attempting to diffuse responsibility. Disagreements or opposing views can be stressful to Supporters. If the conflict in the workplace becomes too great they may become restless and uneasy, often withdrawing to avoid further conflict.

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### Personal Notes

## Opposite Type

### Communication with Pietro's Opposite Type

Written specifically for Pietro, this section suggests some strategies he could use for effective interaction with someone who is his opposite type on the Insights Wheel.

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#### Pietro COnsavari: How you can meet the needs of your Opposite Type:

- Adopt a low key, positive approach.
- Mirror his normally calm and even-tempered nature.
- Accept that “reflecting time” is essential to enhance his performance.
- Help him feel at ease.
- Balance opportunities for reflection with gentle conversation or interaction.
- Be prepared to negotiate solutions slowly, calmly and quietly.

#### Pietro COnsavari: When dealing with your opposite type DO NOT:

- Fail to be attentive to his suggestions.
- Dismiss his work, ideas or opinions lightly.
- Set tight deadlines or force him to make an immediate decision.
- Undervalue his ability to make essential contributions.
- Question his loyalties or genuine interest.
- Allow exchanges to become confrontational.

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#### Personal Notes

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## Suggestions for Development

Insights Discovery does not offer direct measures of skill, intelligence, education or training. However, listed below are some suggestions for Pietro's development. Identify the most important areas which have not yet been addressed. These can then be incorporated into a personal development plan.

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### Pietro may benefit from:

- Reaching decisions only after weighing up all the alternatives.
  - Leaving things open-ended rather than always seeking closure.
  - Not constantly demanding perfection of self and others.
  - Not always jumping to conclusions.
  - Becoming more patient and less restless.
  - Controlling his occasional moments of anger.
  - Accepting rather than rejecting negative feedback.
  - Not always appearing so direct and confident.
  - Making a special effort to show appreciation and to acknowledge others contributions.
  - Being more prepared to acknowledge his mistake.
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### Personal Notes



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## Management

### Creating the Ideal Environment

People are generally most effective when provided with an environment which suits their preferences and style. It can be uncomfortable to work in an environment which does not. This section should be used to ensure a close match between Pietro's ideal environment and his current one and to identify any possible frustrations.

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#### Pietro's Ideal Environment is one in which:

- He has access to the fastest computers, where computers are used.
  - There is little “traffic” or social interaction.
  - He has a “hands off” boss.
  - He is given responsibility early on.
  - He can “rock the boat” without fear of retribution.
  - Decisions can be made quickly.
  - His natural creativity is given room to flourish.
  - He feels that he has freedom of action.
  - Modesty is not a pre-requisite.
  - He can quickly switch to a higher priority task.
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#### Personal Notes

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## Management

### Managing Pietro

This section identifies some of the most important strategies in managing Pietro. Some of these needs can be met by Pietro himself and some may be met by his colleagues or management. Go through this list to identify the most important current needs, and use it to build a personal management plan.

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#### Pietro needs:

- To be reminded of what he has not yet done.
  - Someone to issue flak jackets to all members of his team.
  - A fast-paced environment where he can achieve results.
  - People he can call on for support where necessary.
  - More time in the day.
  - The opportunity to think aloud.
  - Tasks which require thought, planning, but most of all action.
  - To be encouraged to explore new ideas.
  - An adaptive, understanding and patient manager.
  - An able, fast-paced backup team.
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#### Personal Notes

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## Management

### Motivating Pietro

It has often been said that it is not possible to motivate anyone - only to provide the environment in which they will motivate themselves. Here are some suggestions which can help to provide motivation for Pietro. With his agreement, build the most important ones into his Performance Management System and Key Result Areas for maximum motivation.

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#### Pietro is motivated by:

- Group activities outside the job.
  - “Pioneering” opportunities with little limitation.
  - Merit based remuneration - reward through success.
  - A team of like minded, ambitious people.
  - Problems that require his intuitive skills.
  - Discovering and exploiting competitive weaknesses.
  - Freedom to be forward looking.
  - The freedom to delegate tasks to others at his discretion.
  - Having large mountains to climb.
  - Flattery, praise, popularity and visibility.
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#### Personal Notes

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## Management Style

There are many different approaches to management, most of which have different situational applications. This section identifies Pietro's natural management approach and offers clues to his management style, highlighting both gifts and possible hindrances that can be further explored.

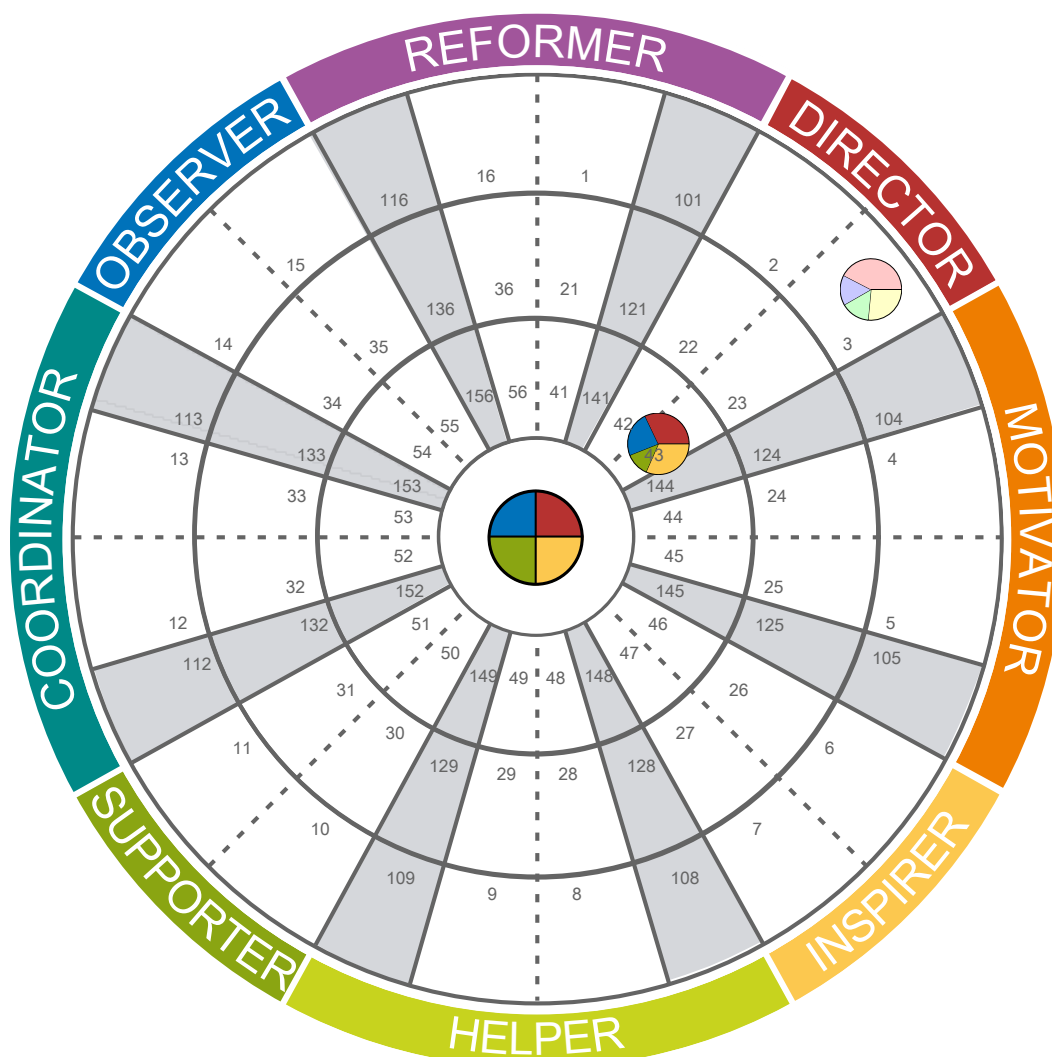
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In managing others, Pietro may tend to:

- Try to do several things at once.
  - See drawbacks simply as challenges to overcome.
  - Inspire others with his forward-looking orientation.
  - Keep rules and regulations to the minimum.
  - Be loyal to the organisation rather than the person.
  - Establish high standards for self and others.
  - Appear to be less understanding of his colleagues' feelings.
  - Project a high profile image of self and team.
  - Delegate administration and concentrate on outcomes.
  - Expect others to work as hard as he does.
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### Personal Notes

## The Insights Discovery® 72 Type Wheel



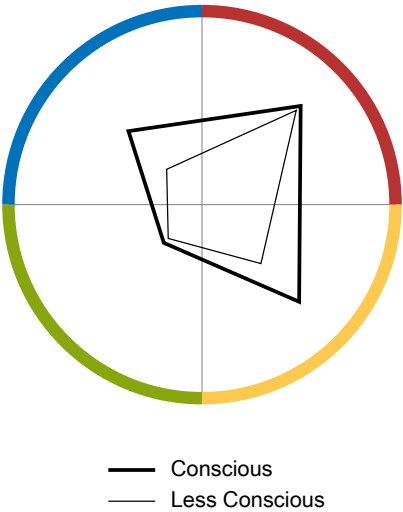
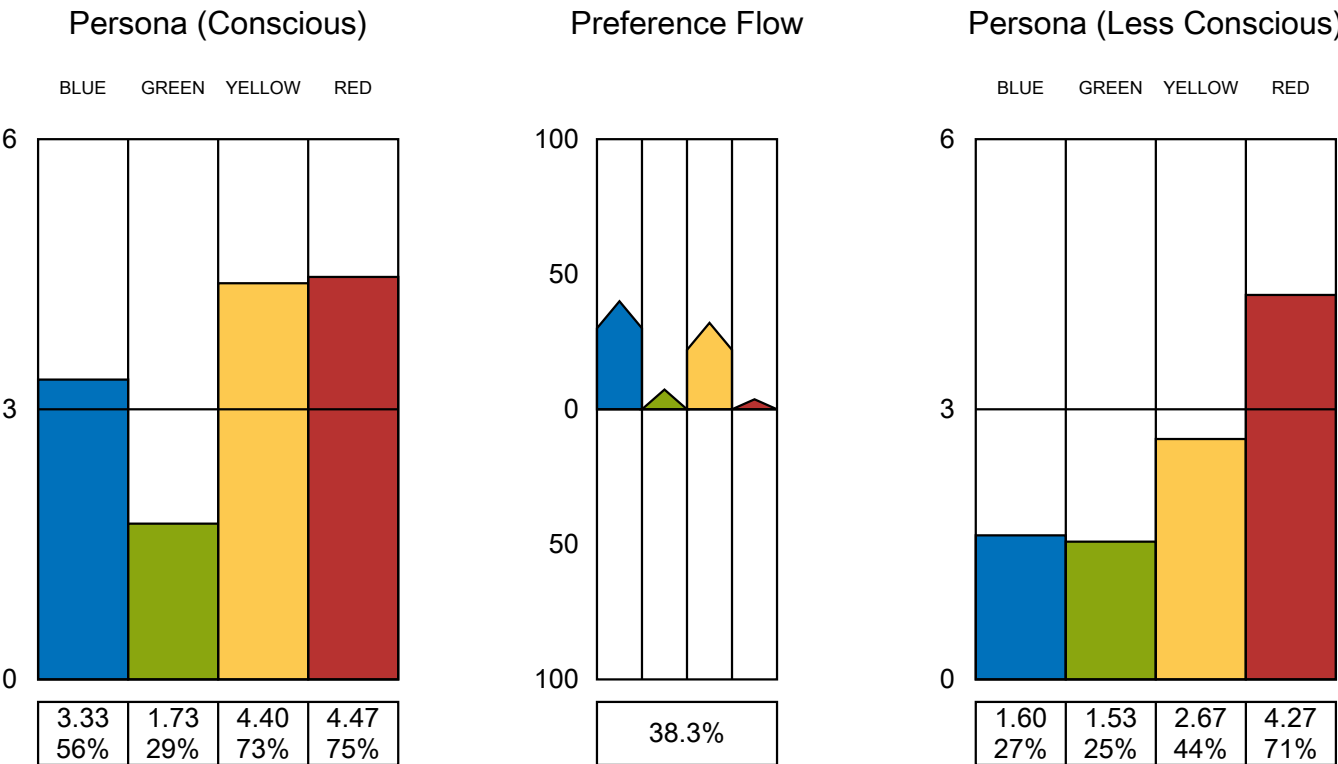
### Conscious Wheel Position

43: Motivating Director (Accommodating)

### Less Conscious Wheel Position

3: Motivating Director (Focused)

# The Insights Discovery® Colour Dynamics





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GLOBAL HEADQUARTERS

PROFILE: D\_PR\_RETENTION

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